

Message Text

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ACTION SS-25

INFO OCT-01 ISO-00 /026 W

----- 114705

R 091615Z JUL 75

FM AMEMBASSY GUATEMALA

TO SECSTATE WASHDC 7310

LIMITED OFFICIAL USE SECTION 1 OF 2 GUATEMALA 3530

EXDIS

FOR EAGLEBURGER CND ROGERS ONLY

E.O. 11652: N/A

TAG: OGEN

SUBJECT: OPERATION CLEAN SLATE

REF: STATE 144163

1. SOME YEARS AGO A HIGH ADMINISTRATION OFFICIAL ASKED ME HOW THE OPERATIONS OF THE DEPARTMENT OF STATE COULD BE IMPROVED. I REPLIED WE SHOULD BURN IT DOWN AND START OVER. AND I WAS ONLY PARTLY JOKING. HENCE I WELCOME YOUR CLEAN SLATE OPERATION.

2. I HAVE LONG FELT THAT OUR OVERSEAS POSTS CONTINUE TO BE OVER-STAFFED DESPITE THE BENEFICIAL EFFECTS. BALPAS I AND II AND OPRED9 BUT I SHOULD LIKE TO EMPHASIZE THAT REALLY SIGNIFICANT REDUCTIONS CAN COME ABOUT IN MY VIEW ONLY IF WASHINGTON IN GENERAL CUTS BACK DRASTICALLY ON THE REQUIREMENTS IT LEVIES UPON THE FIELD AND THE PROCEDURES IT IMPOSES. THIS LATTER ESPECIALLY APPLIES TO THE AID OPERATION. I AM NOT IMPRESSED BY THE STATEMENT THAT "THE CONGRESS REQUIRES IT." I DOUBT THE CONGRESS HAS ANYTHING TO DO WITH MANY OF THE MANPOWER CONSOBING PROCEDURES FOLLOWED.

3. REGARDING GUATMALA, I AM IMPRESSED BY THE GENERAL EXCELLENCE AND QUALITY OF THE PERSONNEL WE HAVE HERE AND, BY AND LARGE, THE DEDICATION AND DEVOTION WITH WHICH THEY APPROACH THEIR

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WORK. BUT 151 AMERICANS PLUS 141 LOCAL EMPLOYEES FOR A GRAND

TOTAL OF 292 NOT TO SPEAK OF THE 163 PEACE CORPS VOLUNTEERS NOAE IN COUNTRY IS FAR TOO LARGE A NUMBER TO DEVOTE TO THE PROMOTION OF U.S. INTERESTS IN GUATEMALA WHERE, QUITE FRANKLY, WE HAVE NO MAJOR PROBLEMS AND U.S. DIRECT INVESTMENT SO FAR IS ONLY APPROXIMATELY US\$142 MILLION. THE TOTAL BUDGET FOR THIS OPERATION, NOT INCLUDING THE PEACE CORPS VOLUNTEERS* IS IN EXCESS OF US\$6 MILLION PER YEAR. I BELIEVE THE JOB COULD BE PROPERLY DONE AND U.S. INVARESTS PROPERLY PROMOTED AND PROTECTED WITH 59 PER CENT OF THE PRESENT STAFF AND CORRESPONDING SAVINGS IN FUNDS PROVIDED WASHINGTON DOES ITS PART AS I STATED EARLIER BY SHARPLY STREAMLINING PROCEDURES EVEN FURTHER AND BY ELIMINATING NON-ESSENTIAL REQUIREMENTS. MY BROAD-BRUSH RECOMMENDATIONS WHICH NATURALLY HAVE NOT BEEN DISCUSSED WITH THE ELEMENTS OF THE MISSION INVOLVED AND WHICH, ARE SUBJECT TO MODIFICATION, AND WOULD BE AS FOLLOWS:

STAFFING REDUCTIONS: I WOULD MAKE NO REDUCTION IN EXISTING STAFFING OF THE CONSULATE (4 AMERICANS; 7 FSLs), THE AGRICUTURAL ATTACHE'S OFFICIE (1 AMERICAN; 2 FSLs),TMR DEA (3 AMERICANS). THE CONSULATE IS WORKING EFFICIENTLY AND FULLY WITH AN EVER-INCREASING WORKLOAD AND A STATIC STAFF. AT SOME POINT, I MIGHT WANT TO ADD 2 SPECIAL FRAUD INVESTIGATORS TO CUT DOWN ON THE INCIDENCE OF FRAUD BUT I AM NOT YET READY TO MACE THE RECOMMENDATION.

GUATEMALASIS AN AGRICULTURAL COUNTRY WHOSE PROGRESS AND ACTIVITIES IN THIS FIELD ARE OF DIRECT INTEREST TO THE UNITED STATES AND THE AGRICULTURAL ATTACHE OFFICE IS FUNCTIONING EFFECTIVELY.

DEA HAS TWO OFFICER AND ONE SECRETARY. BASED UPON MY VIEW OF THEIR OPERATING EXPERIENCE TO DADE, I WOULD STRONGLY RESIST FURTHER EFFORTS TO INCREASE THE STAFF, BUT I AM SURE THEY WILL BE FORTHCOMING. THEY SHOULD BE DENIED.

STATE - DIRECT HIRE AMERICANS COULD BE REDUCED FROM 26 TO 23 BY ELIMINATING ONE OFFICER EACH IN THE THREE-MAN POLITICAL AND ECONOMIC SECTIONS AND BY ELIMINATING THE PERSONNEL OFFICER POSITION WHICH COULD BE HANDLED BY THE ADMINSTRATIVE OFFICER WITH LOCAL STAFF.

USIS. REDUCE FROM 4 TO 3 BY COMBINING CULTURAL AFFAIRS OFFICER POSITION WITH THAT OF THEIRIRECTOR OF THE BINATIONAL CENTER.

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AID. REDAKE FROM 16 TO 14, PROVIDED WASHINGTON PROCEDURES AND REQUIREMENTS ARE RELAXED. THIS DOES NOT INCLUDE 20 CONTRACT PERSONNEL OPERATING IN GUATEMALAN MINISTRIES AND GOVERNMENT ENTITIES, THE NUMBER OF WHOM SHOULD BE LOOKED AT CLOSELY.

MILGROUP PRESNTLY HAS 18 OFFICERS AND IS HEADED FOR A SLOWPHASE-OUT. MILGROUP COULD BE ABOLISHED AND ITS FUNCTION TAKEN OVER BY THE DEFENSE ATTACHE'S OFFICE WHICH MIGHT

NEED AN ADDITION OF ONE OR TWO OFFICERS FOR THIS PURPOSE. HOWEVER, BECAUSE THE CURRENT PRESIDENT OF GUATMALA ATTACHDC GREAT IMPORT-ANCE TO MAINTAINING CLOSE RELATIONSHIPS BETWEEN HIS ARMED FORCES AND U.S.

OFFICERS,THE MILGIGUP SHOULD NOT BE ABOLISHED ABRUPTLY BUT PHASED OUT SLOWLY. AN INTERIM STAGE COULD BE TO REDUCE TO FOUR OFFICERS.

DEFENSE ATTACHE WHICH HAS TWO AMERICANS SHOULD REMAIN THE SAME WITH THE ADDITION OF ONE OR TWO OFFICERS WHEN IT ASSUMES THE MILGROUP FUNCTION AS NOTED ABOVE. THE COM-BINATION OF THE TWO FUNCTIONS SHOULD MAKE THE DEFENSE ATTACHE'S JOB MORE SATISFYING, SINCE HE WOULD HAVE MORE TO DO, AND HE AND HIS STAFF COULD FILL ANY CONTINUING PSYCHOLOGICAL NEED OF THE GUATEMALANS FOR CLOSE CONTACT WITH U.S. OFFICERS.

IAGS HAS ONE U.S. DIRECT-HIRE POSITION WHICH SHOULD BE ABOLISHED, ITS FUNCTION TO BE PERFORMED ON TDY FROM ELSEWHERE.

PC STAFF. REDUCE FROM TWO TO ONE. THE PRESENT NUMBER OF 163FVOLUNTEERS SHOULD BE REDUCED TO APPROXIMATLY 80 TO 100. WHILE GUATEMALA IS RECEPTIVE TO THE PEACE CORPS AND ITS WORK, THE COUNTRY IS TOO SMALL FOR IT TO ABSORB 160 TO 180 VOLUNTEERS. FEWER VOLUNTEERS WOULD MAKE THE PEACE CORPS LESS VISIBLE AND GIVE THE INDIVIDUAL VOLUNTEER A DESIRABLE INCREASE IN RESPONSIBILITY AND WORK.

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ACTION SS-25

INFO OCT-01 ISO-00 /026 W

----- 114573

R 091105Z JUL 75

FM AMEMBASSY GUATEMALA

TO SECSTATE WASHDC 7311

LIMITED OFFICIAL USE SECTION 2 OF 2 GUATEMALA 3530

EXDIS

FOR EAGLEBURGER AND ROGERS ONLY

ROCAP. IT WOULD BE EASY TO SAY THAT ROCAP IS A BUREAUCRATIC NONSENSE, AN ORGANIZATION THAT CONTINUES TO EXPAND

THROUGH THE CREATION OF SATELLITE OFFICES WHILE THE CENTRAL AMERICAN COMMON MARKET QFD THE CAUSE OF CENTRAL AMERICAN INTEGRATION IT IS SUPPOSED TO SERVE LIE MORIBUND AND STATIC WITHOUT FORESEEABLE HOPE OF A MEANINGFUL IMPROVEMENT IN THE SITUATION. BUT TO MAKE THIS JUDGMENT WOULD BE AN INJUSTICE AND AN OVERSIMPLIFICATION. ROCAP CURRENTLY HAS 33 AMERICAN EMPLOYEES INCLUDING PASA AND CONTRACT, AND 35 LOCAL EMPLOYEES IN GUATEMALA CITY. THIS DOES NOT INCLUDE SATELLITE OFFICES IN HONDURAS AND COSTA RICA. RHETORIC ASIDE, I BELIEVE THE OFFICE DOES HAVE A ROLE TO PLAY EVEN UNDER CURRENT CIRCUMSTANCES, BUT IT COULD AND SHOULD BE REDUCED TO FIVE AMERICANS AND COMPARABLE LOCAL SUPPORTING STAFF. THESE WOULD INCLUDE A DIRECTOR AND HIS ASSISTANT WHO WOULD HAVE THE RESPONSIBILITY FOR LIAISON WITH THE CENTRAL AMERICAN COMMON MARKET INSTITUTIONS AND FOR ENCOURAGING THE CENTRAL AMERICANS TO PERSIST IN THEIR EFFORTS TO REVIVE THE COMMON MARKET AND THE MOVEMENT TOWARD INTEGRATION. THE REMAINING THREE MEMBERS OF THE STAFF SHOULD, ON A REGIONAL BASIS, PROVIDE SPECIAL SERVICES SUCH AS FINANCIAL ANALYSIS, SCIENCE SKILLS, AND LEGAL ADVICE TO THE COUNTRY AID MISSIONS. OTHER SERVICES SHOULD BE PROVIDED ON A TDY BASIS FROM WASHINGTON. ROCAP SHOULD CEASE TO HAVE RESPONSIBILITY FOR DIRECT LOANS AND GRANTS, ALL OF WHICH COULD AND SHOULD BE HANDLED APPROPRIATELY THROUGH RESPECTIVE COUNTRY AID MISSIONS LIMITED OFFICIAL USE

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UNDER THE POLICY COORDINATION OF THE ROCAP DIRECTOR AND HIS ASSISTANT FOR THOSE LBANS HAVING COMMON MARKET IMPLICATIONS.

FOREIGN NATION EMPLOYEES. SHOULD AMERICAN PERSONNEL REDUCTIONS OF THE MAGNITUDE INDICATED ABOVE BE EFFECTED, IT SHOULD BE POSSIBLE TO REDUCE FOREIGN NATIONAL EMPLOYEES FROM 141 TO 103.

4. I CONSIDER THE MANAGEMENT PATTERN OF THIS MISSION TO BE APPROPRIATE. HOWEVER, REAL SAVINGS IN MONEY AND PERSONNEL COULD BE EFFECTED BY THE ESTABLISHMENT OF A JOINT ADMINISTRATIVE OPERATION TO PERFORM ALL HOUSEKEEPING FUNCTIONS. THIS IS PARTICULARLY TRUE NOW THAT ALL ELEMENTS OF THE MISSION WITH THE EXCEPTION OF THE PEACE CORPS AND THE MILGROUP ARE LOCATED IN THE NEW CHANCERY. THE MILGROUP IS NEARBY AND ROCAP IS ACROSS THE STREET. TO CONTINUE JEALOUSLY GUARDING SEPARATE ADMINISTRATIVE ORGANIZATIONS IS AN ABSURDITY.

5. IN SETTING OUT THE THOUGHTS ABOVE, I HAVE TAKEN YOU AT YOUR WORK THAT YOU WISHED MY FRANK VIEWS CONCERNING THE STAFFING AND ORGANIZATION REQUIRED FOR CARRYING OUT U.S. POLICY OBJECTIVES AND PROTECTING U.S. INTERESTS IN THIS COUNTRY. ANY REDUCTIONS ALONG THE LINES ABOVE SHOULD BY ALL MEANS BE GRADUAL. I SHOULD ANTICIPATE THAT THEY COULD BE CARRIED OUT OVER AN APPROXIMATE TWO-YEAR PERIOD. I AM SURE THAT YOU WILL SET THE CAT AMONG THE BUREAUCRATIC PIGEONS SHOULD YOU EVER

MOVE BEYOND THIS ACADEMIC EXERCISE AT THE MOMENT AND ATTEMPT TO
IMPLEMENT THESE RECOMMENDATIONS, BUT THESE REMAIN MY VIEWS OF
A REALISTIC U.S. PRESENCE UNDER PRESENT CIRCUMSTANCES IN
GUATEMALA.
MELOY

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